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United Nations Development Fund for Women

United Nations Development Fund for Women*
Note by the Executive Director

Summary

The present document is a report of the first year of implementation of the UNIFEM strategic plan, 2008-2011, as approved in Executive Board decision 2007/35 and in accordance with decision 2004/20. The report tracks progress according to the strategic priorities and results outlined in the UNIFEM frameworks for development results, management results and integrated resources. The report highlights UNIFEM efforts to fulfill its dual mandate: supporting countries in advancing gender equality in line with national priorities, and supporting action on gender equality throughout the United Nations development cooperation system.

Elements of a decision

The Executive Board may wish to take note of the report and its results-based focus. It may also wish to recognize the contribution of UNIFEM in supporting programme countries as they advance agreed development priorities, including the Millennium Development Goals, as well as by assisting countries in linking progress on the Goals with efforts to implement the Beijing Platform for Action and the United Nations Convention on the Elimination of All Forms of Discrimination against Women.

General Assembly resolution 63/232 of 19 December 2008 modified the comprehensive policy review of operational activities for development of the United Nations system from a triennial to a quadrennial cycle and urged the funds and programmes to realign their strategic planning cycles accordingly, the intention being to hold the next comprehensive policy review in 2012.

Accordingly, and in order to align with the planning cycles of UNDP and UNFPA, the Executive Board may wish to extend the UNIFEM strategic plan, 2008-2011, by two years, until the end of 2013, and request UNIFEM to prepare its next strategic plan, to start in 2014, taking into account the recommendations of the next comprehensive policy review, to be held in 2012.

The Executive Board may also wish to postpone the midterm review of the strategic plan from the second regular session 2009 (decision 2007/35) to the annual session 2011.

*The compilation of data required to provide the Executive Board with the most current information has delayed submission of the present report.

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Introduction

1. The overall goal of the UNIFEM strategic plan, 2008-2011 (DP/2007/45), approved by the UNDP/UNFPA Executive Board in September 2007, is to support countries in implementing commitments to gender equality and women's empowerment in line with their national priorities. UNIFEM works in partnership with governments, civil society, and United Nations organizations to strengthen women's economic security and rights, end violence against women, reduce the prevalence of HIV and AIDS amongst girls and women, and advance gender justice in democratic governance, including in conflict and post-conflict countries.

2. The present strategic plan comprises the elements of the UNIFEM accountability framework, against which UNIFEM measures: (a) its contributions to progress on gender equality at national, regional and global levels based on the outcomes, outputs and corresponding indicators in its development results framework; (b) its performance, based on the outputs, indicators and targets in its managing for results framework; and (c) its progress towards mobilizing, allocating and expending the financial resources required for implementing its programme, as laid out in its integrated resources framework. Based on an analysis of 2008 reporting, UNIFEM has made several of changes to outputs and indicators in the development and management results frameworks. For ease of reference, please see the updated frameworks in annex 1 of this report.

3. The present report covers the first year of implementation of the UNIFEM strategic plan, 2008-2011.

I. Context

4. In the past 30 years far-reaching commitments to advance gender equality and women's empowerment have been agreed at global, regional and national levels. The Convention on the Elimination of All Forms of Discrimination against Women, the Beijing Platform for Action, Security Council resolution 1325 and the Millennium Development Goals continue to serve as relevant normative frameworks, along with notable new commitments in 2008, including the adoption of Security Council 1820 on women and sexual violence, as well as new regional agreements, such as the gender protocol of the Southern Africa Development Community. Effective implementation is central to ensuring that agreements are converted into concrete, measurable progress for women and girls.

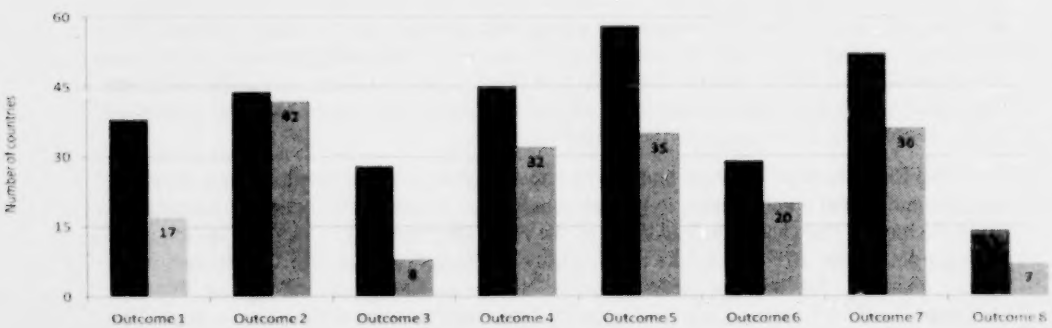
5. UNIFEM efforts to catalyse and provide technical support for implementing national, regional and global commitments to gender equality are situated in a context of internal and external change. The change in leadership of the Fund after nearly 13 years; the launch of its strategic plan, 2008-2011 and of the fourth edition of *Progress of the World's Women*; inter-agency planning for the Secretary-General's 'Unite to End Violence against Women' campaign; and the intensifying inter-agency and inter-governmental debate about the architecture that supports gender equality programming and policy in the United Nations are all dynamics that offer new opportunities. At the same time, the reverberations of the worldwide financial and economic crisis – particularly for those who are most excluded – and the preparations for and outcomes of the 3rd High-Level Forum on Aid Effectiveness, and the follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus present a challenging environment for securing the resources and support needed to advance gender equality.

II. Overview

6. While demand exceeded the ability to respond in 2008, UNIFEM was able to respond to requests for programming and technical support in 82 countries. The range of support varied. In 42 of those countries, UNIFEM supports a relatively small programme, including where efforts in the country are linked to a broader regional or subregional programme designed to pilot an innovation across countries or regions. In 40 countries, UNIFEM supports multi-dimensional strategies with a broad range of partners and focuses on contributing to a range of interlinked outcomes from the strategic plan. Figures 1-3, below, tabulate UNIFEM support of country-level results according to the eight outcomes identified in the strategic plan and the four themes guiding the work of the organization, accompanied by the corresponding programmatic expenditures (figure 4).

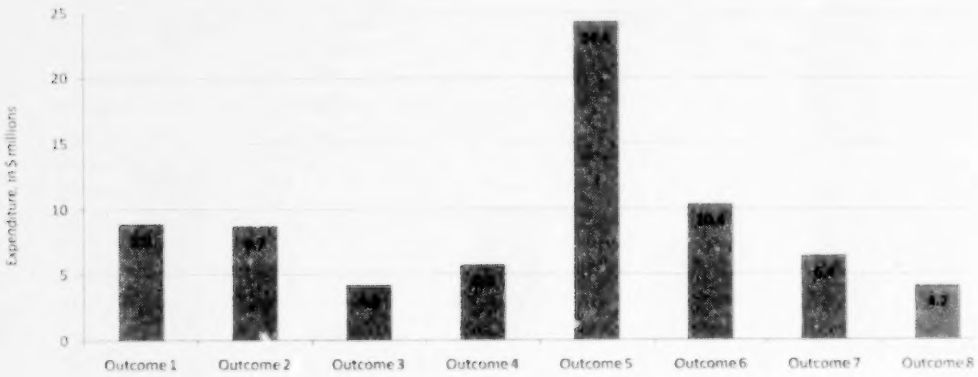
7. Figures 1 and 2 show that UNIFEM provided the greatest support to interventions that build the capacity and influence of gender-equality advocates (outcomes 5 and 6), which continues a trend reported under the previous multi-year funding framework, 2004-2007. Much of the demand and many of the entry points are identified by gender-equality advocates, and increases in their capacity translate into achievements across other outcome areas. The smaller investments in outcome 3 and outcome 8 are important to note. Outcome 3 (enhancing the gender-responsiveness of justice systems) is a new area of focus that UNIFEM is intensifying in this strategic plan period. Outcome 8 focuses UNIFEM support on select community-level initiatives that are expected to generate results over the course of the strategic plan. UNIFEM anticipates that investments in this outcome area will be small for the first two years – as it hones in on a select number of initiatives – that will grow significantly in the third and fourth years to reflect a higher investment in impact evaluation that can generate a credible evidence base of effective ways to advance gender equality.

Figure 1. The number of programme countries where UNIFEM was able to respond to requests for support in 2008, by outcome



Note
Black bars: programme countries where UNIFEM is providing support to achieve outcome
Grey bars: countries where outcome has been achieved on at least one indicator

Figure 2. Provisional 2008 programme expenditure distribution by outcome (in $ millions)



8. Figure 3, below, indicates that the largest number of requests for support concerned women's economic security and rights (71 countries) and advancing gender justice in democratic governance (70 countries). The significantly higher level of expenditure for the work on governance reflects, primarily, the increased expense of working in conflict and post-conflict settings and supporting women's political participation. The expenditure and number of countries in which UNIFEM reported support to programmes related to the gender equality dimensions of HIV and AIDS is relatively low due to three factors: first, a number of UNIFEM programmes in this area were ending in 2008, with new programming to be launched in 2009; second, much of the work of UNIFEM in this area focuses on contributing technical expertise to inter-agency initiatives, including through partnership with UNDP to work with UNAIDS; third, a key component of the UNIFEM strategy for addressing HIV/AIDS focuses on its linkages with violence against women, and would thus be taken into account in cross-cutting themes. The fact that UNIFEM is not a UNAIDS co-sponsor also affects its ability to secure resources for work on this issue.

Figure 3. Number of programme countries where UNIFEM was able to respond to requests for support in 2008, by theme

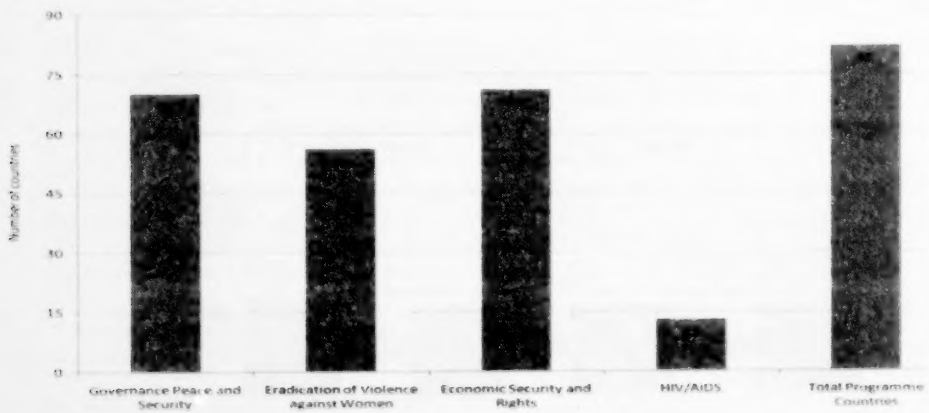
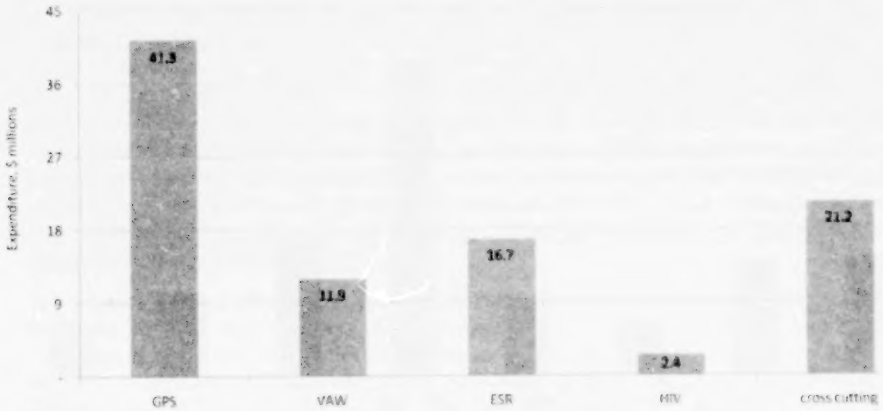


Figure 4. Provisional 2008 programme expenditure distribution, by theme (in $ millions)

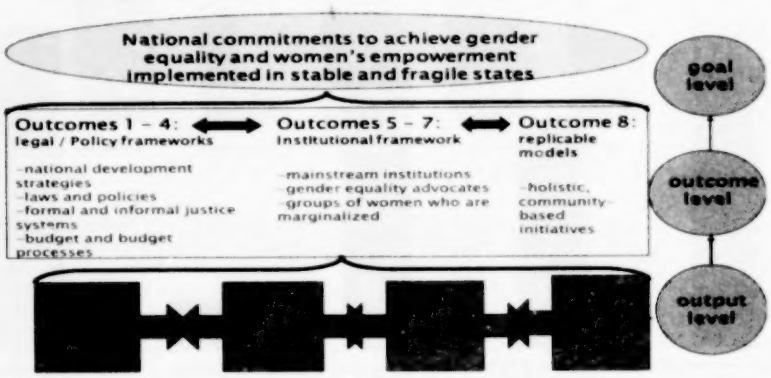


GPS = Governance, peace and security; VAW = violence against women; ESR =Economic security and rights

III. The development results framework

9. The development results framework contains eight outcome-level results that together represent a holistic effort to support countries in progressing towards implementation of commitments to gender equality. The UNIFEM results framework is based on its experience that, while entry points may vary, a holistic approach to advancing gender equality and women's empowerment requires supporting change at macro, meso and micro levels simultaneously. In that regard, UNIFEM supports partners in enhancing the gender responsiveness of the normative environment and of mainstream institutions needed to implement commitments; supports gender equality advocates in building the capacity and knowledge to support intensified action and accountability; and supports innovative pilot programmes that generate credible evidence of effective work at the micro level to inspire replication and upscaling. The chart that follows illustrates the results logic that drives UNIFEM efforts.

Figure 5. Development results logic


National commitments to achieve gender equality and women's empowerment implemented in stable and fragile states
goal level
Outcomes 1 – 4: legal / Policy frameworks
-national development strategies
-laws and policies
-formal and informal justice systems
-budget and budget processes
Outcomes 5 – 7: Institutional framework
-mainstream institutions
-gender equality advocates
-groups of women who are marginalized
Outcome 8: replicable models
-holistic, community-based initiatives
outcome level
output level

10. The section that follows describes progress toward results achieved at three levels: (a) macro-level changes in the gender-responsiveness of national development strategies; policies and laws; and budget processes (outcomes 1-4); (b) meso-level changes in the capacities of gender-equality advocates, excluded groups and mainstream institutions (outcomes 5-7); and (c) changes at the community level (outcome 8). In each of these areas, UNIFEM works on four cross-cutting themes: (i) enhancing women's economic security and rights; (ii) ending violence against women; (iii) reducing the prevalence of HIV and AIDS among women and girls; and (iv) advancing gender justice in democratic governance. UNIFEM is reporting thematically in response to a finding from the evaluation of its multi-year funding framework, 2004-2007, that staff and partners find it easier to understand the cycle of change through thematic reporting. It is also important to note that, while the strategic plan was launched in January 2008, a large number of the results reported were generated through programmes and partnerships established during the previous multi-year funding framework, and this continues under the strategic plan.

A. Enhancing women's economic security and rights

11. UNIFEM supports efforts to enhance women's economic security and rights through programmes that strengthen the gender-equality dimensions of macro-economic policies, including national development frameworks; increase financing of gender equality commitments in poverty reduction and Millennium Development Goals strategies; enable women to enhance their rights in specific sectors of the formal and informal economy and to have equitable access to productive assets. UNIFEM was active in this thematic area in 71 of the 82 countries to which it directed support in 2008, expending 17 per cent of programmable funds.

12. In this thematic area, UNIFEM worked with government partners – including ministries of finance, planning, labour, and national women's machineries – networks of economists, women's non-governmental organizations and excluded groups of women (migrant workers, home-based workers, rural women), and United Nations country teams, to: incorporate gender equality and women's empowerment in the development, implementation and monitoring of 20 national, regional and global development strategies (from poverty reduction strategies to regional trade agreements); support passage of 15 laws or policies related to women's economic security and rights[1]; provide greater access to legal assistance for women to enhance their economic rights in seven countries[2]; and build capacity to institutionalize gender-responsive budgeting in 32 countries.

13. Working with many United Nations partners – and most often with UNDP – UNIFEM supported national partners to strengthen gender equality commitments in seven[3] approved poverty reduction strategies and in 12[4] newly adopted or revised national development strategies and other policy frameworks, including national plans and strategies related to the Paris Declaration and to the Millennium Development Goals. Having an agreed national plan of action on gender equality can be an important basis upon which to strengthen advocacy for mainstreaming gender equality into national development strategies. In Liberia, for example, UNIFEM provided technical and financial support to the Ministry of Gender for the finalization of the national gender policy and action plan. Subsequently, as the convener of

[1] In nine countries and one subregion: Afghanistan, Cambodia, China, Indonesia, Kosovo, Montenegro, Moldova, Nepal, Tajikistan, West Africa

[2] Afghanistan, Cambodia, India, Kenya, Kyrgyzstan, Philippines, Tajikistan

[3] Afghanistan, Burundi, Cape Verde, Côte d'Ivoire, Honduras, Liberia, Rwanda

[4] Bolivia, Cameroon, Ecuador, Egypt, Kyrgyzstan, Morocco, Papua New Guinea, Vanuatu, West Africa

the gender theme group, it led United Nations system efforts in supporting national partners to mainstream the plan into the poverty reduction strategy and ensured the inclusion of gender-equality advocates. The four pillars of the poverty reduction strategy integrate gender equality priorities, which are in harmony with resolution 1325, the protocol to the African Charter on Human and Peoples' Rights relating to women's rights in Africa, and the Convention on the Elimination of All Forms of Discrimination against Women.

14. In partnership with the European Commission and ILO/International Training Centre Partnership on Gender Equality for Development and Peace (www.gendermatters.eu), UNIFEM produced a series of analytical papers on the links between aid effectiveness that were disseminated at the High-Level Forum on Aid Effectiveness. In Kyrgyzstan, for example, the analysis contributed to the government undertaking to strengthen systems for gender-sensitive monitoring of national development plans; costing gender equality priorities; and introducing gender-responsive budgeting as part of the reform of the public financial management system.

15. In 2008, UNIFEM supported legal and policy reform on women's labor in Afghanistan (labor code), China (local domestic labor protection law), Moldova (National Action Plan on employment), and Montenegro (labor law), as well as regional programmes focused on advancing the rights of home-based workers in Asia, and in Asia and the Arab States focused on the rights of migrant women workers. In Tajikistan, UNIFEM support since 2004 contributed to the development of an 'engendered' land reform strategy. The process, led by the state land agency and supported by the Food and Agriculture Organization, benefited from UNIFEM resources and technical assistance, including the publication: *Using Human Rights Treaties to Protect Rural Women's Right to Land*; land monitoring findings; and case studies on women's right to land.

16. UNIFEM has supported gender-responsive budgeting initiatives since 1997 and in 2008 continued this in 45 countries. In 32 of these, the results included an increase in the number of budget processes incorporating gender equality. Ministries of finance in 16[5] UNIFEM-supported countries issued or re-issued guidelines on gender-responsive budgeting, which was incorporated in sector and local budget processes in 17[6] countries; and monitoring mechanisms to track progress of gender-responsive budgeting initiatives were launched by civil society and government partners in 14[7] countries.

17. Gender-responsive budgeting efforts in Morocco have progressed since UNIFEM extended its initial support in 2001. In 2008, the programme budgets of the Moroccan ministries of health, employment, finance, literacy and vocational training included gender-equality targets and indicators. In addition, the annual gender report that accompanies the finance bill has become a multi-stakeholder monitoring tool to assess the degree to which gender equality is addressed through public expenditure policies. The number of technical departments involved in preparing the gender report has increased from four in 2006 to 21 in 2008.

18. Gender-responsive budgeting initiatives at the local level can have a direct, positive impact. In Rosario, Argentina the number of gender equality projects in the participatory budget process increased from 14 in 2007, representing a budget of 742,448 Argentine pesos, to 24 in 2008, with a total budget of over 3 million Argentine pesos.

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[5] Afghanistan, Armenia, Burundi, Cameroon, Ecuador, Egypt, El Salvador, Ghana, India, Morocco, Mozambique, Nepal, Peru, Rwanda, Senegal, Venezuela

[6] Argentina, Bolivia, Brazil, Ecuador, El Salvador, Ghana, Honduras, Indonesia, Mauritius, Morocco, Mozambique, Peru, Philippines, Rwanda Senegal, Tanzania, Venezuela

[7] Afghanistan, Argentina, Bolivia, Bosnia and Herzegovina, Brazil, Guatemala, Honduras, Kyrgyzstan, Morocco, Nicaragua, Peru, Philippines Senegal, Uruguay

19. Supporting sustainable capacities of gender-equality advocates and mainstream institutions to advocate for monitor and/or implement gender equality commitments on women's economic security and rights is critical to progress in this area. In 2008 UNIFEM helped position national women's machineries to strengthen the formulation, implementation and monitoring of government commitments in 13[8] decision-making forums; position 13[9] networks of excluded groups of women who advocated effectively for decision-maker accountability on women's rights; and contributed to changes in performance in 17 mainstream institutions, including increased budgets for gender equality in four countries and increased availability of sex-disaggregated data in 12[10] countries/regions through support to national statistics offices.

20. National women's machineries can be effective in ensuring that national commitments are followed through when they form strong partnerships across government institutions. For example, in Cambodia the machinery co-chairs the Inter-Ministerial Task Force on Migration, which developed contracts for domestic workers and national guidelines to protect overseas migrant workers; in Mexico the machinery, the National Institute of Social Development and academic institutions are partners in a gender and poverty observatory, using qualitative and quantitative information on women's poverty to follow up on government commitments to gender equality; and in Guatemala, UNIFEM supports the Presidential Secretariat for Women, which established and led an economic development roundtable. The Presidential Secretariat is now included in the national roundtable for small and medium-sized enterprise development led by the Ministry of Economy.

21. UNIFEM supported select groups of economically excluded women in strengthening their organizing efforts, including migrant women workers in Asia; rural women in Commonwealth of Independent States, North Africa and the Caribbean; and home-based workers in Asia. In Bangladesh, advocacy efforts of migrant women workers resulted in the establishment of a coordination committee on safe migration for women within the Ministry of Expatriates' Welfare and Overseas Employment. UNIFEM also supported rural women in seven[11] countries in advocating for their right to land.

22. UNIFEM works with policy, service delivery and media institutions to create enabling environments that promote and protect women's economic security and rights. With respect to statistics bureaux, important advances were made to promote specific sections and questions in household surveys related to time use and unpaid work, resulting in more relevant employment questionnaires in Honduras, Mexico, Venezuela and Uruguay. In Cameroon, UNIFEM work with the European Commission on aid effectiveness led to a partnership to strengthen the gender-equality dimensions of the Commission's road infrastructure programme. A national workshop brought together civil society, government partners, multilateral organizations, and road construction companies to develop scenarios that included women.

23. UNIFEM partners with mainstream development actors to identify promising pilot initiatives that can demonstrate innovative approaches to enhancing women's economic security and market opportunities, and increasingly invests in rigorous evaluation to generate learning that supports upscaling or replication by national, regional or international partners. In 2008, UNIFEM invested in six community-level initiatives to enhance women's economic security. These included the partnership among UNIFEM, the World Bank and the

[8] Afghanistan, Bosnia and Herzegovina, Cambodia, El Salvador, Guatemala, Honduras, Kazakhstan, Mexico, Nicaragua, Tanzania, Tajikistan and in Central America

[9] Brazil, Burundi, Cambodia, Cameroon, Colombia, India, Indonesia, Jordan, Mexico, Nepal and Pakistan; and at the regional level in Latin America and the Caribbean

[10] Brazil, Central America, Colombia, Ecuador, Honduras, Indonesia, Mexico, Moldova, Senegal, South Asia, Uruguay, West Africa

[11] Belize, Dominica, Guyana, Kyrgyzstan, Morocco, Suriname, Tajikistan

International Center for Research on Women in a pilot programme of results-based initiatives in Cambodia, Egypt, Kenya, the Lao People's Democratic Republic, Liberia and Peru that began in 2006. The initiatives are designed to identify proven, 'quick-win' interventions that enhance women's economic security and rights and incorporate a strong evaluation component in the programme design. In Egypt, the results-based initiative promotes gender equity in 18 participating private firms through the institutionalization of gender equity policies. Two firms, one with over 10,000 employees, have made sufficient progress to receive a seal of certification in gender equality from the Ministry of Investment.

B. Ending violence against women

24. UNIFEM supports partners in ending violence against women through assistance in aligning national and local laws, policies and programmes with international and regional human rights commitments; implementing multisectoral national strategies to address violence against women, including services to protect and promote women's human rights; developing effective prevention approaches, especially through work with men, boys and adolescents; and undertaking advocacy and communication initiatives that lead to changed attitudes and behaviour. UNIFEM administers, on behalf of the United Nations system, the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women, as designated by the General Assembly in 1996.[12] UNIFEM was active in this thematic area in 56 of the 82 countries to which it directed support in 2008, expending 13 per cent of programmable funds.

25. With an increasing number of countries agreeing to national laws, policies and strategies related to ending violence against women, it is critical that these agreements be reflected in mainstream national strategies and budgets. UNIFEM supported partners to: successfully advocate for inclusion of commitments to end violence against women in national development and poverty reduction strategies in five countries in 2008[13]; draft, consult on and adopt eight[14] laws and seven[15] policies to address multiple forms of violence against women, including domestic violence, trafficking, and female genital mutilation in 15 countries. It supported efforts to end impunity for violations of women's rights that resulted in reforms to justice systems in Argentina, Burundi, Ecuador and Rwanda. Gender-responsive budgeting processes have led to the inclusion of specific lines to address violence against women in the national budgets of Burundi and Ghana; in local budgets in Venezuela and Honduras; and in the Ministry of Health for specific activities to eradicate and prevent gender-based violence in conflict zones in Ecuador.

26. Women's ministries and women's non-governmental organization networks are at the forefront of efforts to put violence against women on the policy agenda and to expand state accountability and support. The long-term support of UNIFEM to the Ministry of Women's Affairs in Afghanistan contributed to its ability to secure agreement to a national plan of action for women in 2006 and to lead a 14-member inter-ministerial commission to end violence against women. Those preparatory activities strengthened the capacity of gender-equality advocates to make a strong case for the inclusion of specific priorities to end violence against women in the 2008 Afghan national development strategy. UNIFEM also supported national women's machineries to work with other government departments, parliamentarians, and non-governmental stakeholders in Burundi, Cameroon, Mozambique, Nepal and Rwanda to develop legislation and policies.

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[12] A/RES/50/166

[13] Afghanistan, Burundi, Ecuador, Liberia, Rwanda

[14] Bosnia and Herzegovina, Burundi, Colombia, Egypt, Guatemala, Jordan, Mexico

[15] Algeria, Burundi, Cameroon , Mozambique, Rwanda, Somalia, Africa regional

27. Enhancing the capacities of decision-makers in formal and informal justice systems to deliver justice for women in efforts to end violence against women is a key focus area in the UNIFEM strategic plan. In 2008, this included providing financial and technical support to expand the legal assistance available to women in 11 countries, and increasing the knowledge of judicial decision-makers in six countries. For example, a UNIFEM-supported capacity-building programme for 60 judges and paralegal officers of the Thonburi Criminal Court in Thailand, on the Convention on the Elimination of All Forms of Discrimination against Women, led to the creation of a gender-sensitive court model and guidelines for judges, prosecutors, and court officers on handling domestic violence cases. In Burundi, the 'Bashingantahe', a traditional institution for conflict resolution and reconciliation formerly reserved for men, has been transformed so that women can combat gender-based violence and other violations of women's human rights. Today, 45 per cent of the members in the national committee are women, as are more than 30 per cent in the decentralized committees.

28. UNIFEM works to support and expand advocacy, policy influence, political space and capacities of gender equality advocates to bring an end to violence against women. In 2008, UNIFEM supported efforts in five[16] countries – and at the regional level in West Africa – to strengthen their ability to monitor implementation of commitments. UNIFEM provided support to seven institutions – including police and military and judicial systems – to enhance their performance on ending violence against women;[17] and to statistics bureaux in four[18] countries to collect and/or analyse data on the subject.

29. In India, the progress of legislation aimed towards ending violence against women is being tracked on an annual basis. UNIFEM supported the study *Staying Alive: Second Monitoring and Evaluation Report 2008*, which tracks implementation of the 2005 'protection of women from domestic violence act'.

30. UNIFEM supported capacity-building efforts in 18 institutions, including for police and military officers in 12 countries. The Rwandan Defense Force and the National Police have adopted a comprehensive approach to institutionalize work to end violence against women. The Defense Force has issued the 'Kigali Declaration', which calls for increased recruitment of women in peacekeeping operations; comprehensive training for all troops; and a zero-tolerance policy towards sexual exploitation and abuse. The Force established 'gender desk' in 2008, with UNIFEM support, through which officers have conducted training for close to 5,000 military personnel and civilians in three of the five provinces of Rwanda provinces, and integrated modules into training curriculum for cadet schools. The Rwandan National Police have adopted Rwandan Defense Force training manuals for its entire staff. The Force has a toll free phone hotline for rapid response and a leading telecommunications company, MTN, provides free support. Burundi, Liberia, Sudan, and Tanzania have also benefited from South-South exchanges of experience with Rwanda.

31. At the community level in 2008, UNIFEM and UN-Habitat together expanded a programme that was originally supported by the United Nations trust fund to support actions to eliminate violence against women, by helping women's networks to create 'Safe Cities'. Building on experience, this cross-regional initiative aims to refine and rigorously evaluate a model of how local authorities, working together with communities and women's organizations, can prevent violence against women and girls in public spaces. The longer-term intention is to promote the model for adaptation and upscaling by local governments. A methodological intervention model has been developed in the cities of Rosario in Argentina,

[16] Albania, India, Mexico, Occupied Palestinian Territory, Uruguay

[17] Burundi Ministry of Public Security, Cambodian Ministry of Justice, three Haitian Geographical Departments, Occupied Palestinian Territory Ministry of Social Affairs, police in Sudan

[18] Barbados, Burundi, Morocco, Rwanda

Bogotá in Colombia and Santiago de Chile, and new work proposals have been developed for Haiti and Brazil.

C. Halting the spread of HIV and AIDS amongst women and girls

32. To promote a coherent, gender-sensitive approach to halting the spread of HIV/AIDS, UNIFEM works in collaboration with the United Nations system, national AIDS councils and civil society partners, prioritizing support to HIV-positive women's networks to advocate for gender-sensitive responses to the pandemic and to address inter-linkages between HIV/AIDS and violence against women. UNIFEM was active in this thematic area in 13 of the 82 countries to which it directed support in 2008.

33. National AIDS plans are central planning tools that guide work in different sectors and behind which donors align their support. With government, civil society and United Nations system partners, in 2008 UNIFEM supported the development of a gender-responsive HIV/AIDS strategy at the national level in Barbados; policies in Nigeria; and a regional strategy in the Caribbean. In Barbados, UNIFEM provided technical support to developing the national strategic policy and action plan on HIV that was accepted by Parliament in 2008. The final policy incorporates strategic actions to support women's empowerment in prevention programmes.

34. At the global level, in June 2008 UNIFEM released its publication: *Transforming the National AIDS Response: Mainstreaming gender equality and women's rights into the Three Ones*. The report documents best practices, tools and guidance on how to conduct gender and human rights audits and analyses. It has been endorsed as a key tool for incorporating gender equality in national AIDS policies and plans by the World Bank, and has been used by UNAIDS and UNDP. It forms part of the guidance of the World Bank AIDS Strategy and Action Plan Service for evaluating HIV strategies and action plans at the country level.

35. HIV-positive women's groups are key partners in the quest to reach the Millennium Development Goal on HIV/AIDS, as they provide first-hand experience in shaping gender-responsive HIV/AIDS policies and programmes. In 2008, UNIFEM supported HIV-positive women's networks and groups to articulate an agenda and call for government action in Burundi, Ghana, India, Rwanda and Sierra Leone. UNIFEM also supported partners to enhance service delivery through mainstream institutions in India and Nigeria.

36. UNIFEM is supporting HIV-positive women's networks by helping them to leverage resources for their work in China and India; strengthening their capacities in Morocco, Nigeria, and Sierra Leone; and increasing their access to decision-making forums in Indonesia, Liberia and Ghana, where UNIFEM supported women living with HIV/AIDS to participate and take leadership in a gender and HIV/AIDS assessment conducted by the United Nations, the Society for Women and AIDS in Africa, the Ghana AIDS Commission and the Ministry of Women and Children's Affairs. The assessment will feed into national policies and programmes on HIV/AIDS.

37. The United Nations Trust Fund in Support of Actions to Eliminate Violence against Women, managed by UNIFEM on behalf of the United Nations system, invested in generating knowledge and capturing lessons that can promote replication and upscaling of successful models of intervention. Under the special 'window' addressing the intersection of violence against women and HIV/AIDS, emphasis has been placed on ensuring rigorous monitoring and evaluation of programmes addressing the inter-linkages in Botswana, Dominican Republic, India, Nepal, Nigeria, Thailand, Trinidad and Tobago, and Viet Nam. Those eight programmes, managed as a 'knowledge cohort', within the Trust Fund, are guided by a common set of learning questions and approaches to baseline data collection. The focus on facilitating learning between and independent evaluation of the programmes is

designed to enable them to generate a cross-country evidence base offering insights into effective strategies to respond to the inter-linkages between violence and HIV/AIDS.

D. Advancing gender justice in democratic governance

38. Good governance is recognized as an important component of aid effectiveness and sustainable peace. UNIFEM supports partners to build capacities and processes that enhance accountability through gender-responsive reforms in public judicial, security, and service delivery institutions as well as through engagement in oversight processes; and by increasing women's political participation and their influence in conflict prevention and peacebuilding. UNIFEM was active in 70 countries in this thematic area, out of a total of 82 countries to which it directed support in 2008, expending 44 per cent of programmable funds.

39. In 2008 UNIFEM worked in partnership with national women' machineries, gender equality advocates, United Nations country teams and government partners to: secure incorporation of commitments to gender equality and women's empowerment in the post-conflict strategies of five countries; support passage of 27 laws or policies strengthening women's participation in democratic governance; assist four countries in taking action to implement the concluding comments of the Committee on the Elimination of Discrimination against Women; support justice system reforms in five countries; and ensure that resource allocations are available for women in crisis and post-conflict situations through the consolidated appeals process.

40. UNIFEM supported women's networks to advocate for inclusion of their priorities in post-conflict reconstruction needs assessments and planning in five countries in 2008, including the final Burundi peacebuilding strategy; the joint needs assessment for Georgia; and, in Morocco, the Human Rights Consultative Council action plan for follow-up on the implementation of the recommendations of the Equity and Reconciliation Commission.

41. UNIFEM supported the inclusion of gender-equality priorities in the constitutions of Algeria, Bolivia, Ecuador, Egypt and Kosovo, finalized in 2008, through support to national consultative processes. In Ecuador, UNIFEM supported efforts that resulted in the inclusion of 95 per cent of indigenous women's demands in the 2008 Constitution, including the right of indigenous women to participate in ancestral justice processes.

42. In 2008 UNIFEM supported the passage of 15[19] laws and 12[20] policies to strengthen women's participation in democratic governance, and tracked the use of the Convention on the Elimination of All Forms of Discrimination against Women as the basis for legal change in 23 countries – specifically the use of the Committee's concluding comments in 15 countries, with support to partnerships in four[21] countries to implement them.

43. At the global level, the passage of Security Council resolution 1820 on sexual violence in conflict gave important impetus to the work of UNIFEM and its partners, particularly the United Nations agency collective, 'United Nations Action against Sexual Violence in Conflict Situations'. In partnership with the Department of Peacekeeping Operations, United Nations Action and the Governments of the United Kingdom and Canada, UNIFEM generated a debate on the role of uniformed peacekeepers in preventing widespread and systematic sexual violence, treating it as a security challenge by bringing United Nations and African Union force commanders face-to-face with leading Security Council members to discuss appropriate

[19] Afghanistan, Albania, Colombia, Egypt, Haiti, Indonesia, Iraq, Morocco, Vanuatu, Viet Nam, Great Lakes Region

[20] Cambodia, Cape Verde, Côte d'Ivoire, Mauritius, Moldova, Morocco, Nigeria, Occupied Palestinian Territory, Paraguay, Rwanda, Serbia, Tunisia, Africa region

[21] Bolivia, Indonesia, Liberia, Viet Nam

security responses to sexual and gender-based violence in conflict at a conference in Wilton Park, United Kingdom. UNIFEM provided technical input for resolution 1820 by documenting practical actions undertaken by peacekeeping forces to combat sexual and gender-based violence in conflict[22] and shared this with decision-makers.

44. In 2008 UNIFEM supported efforts to: improve capacity in formal and non-informal justice systems to strengthen gender justice in Afghanistan, Bolivia, Burundi, Morocco, and Viet Nam; provide human rights-based knowledge or training for judicial actors in 10 countries; and increase women's access to legal assistance in nine countries. In Morocco, to ensure implementation of the landmark 2004 family law, the joint UNIFEM-UNDP-UNICEF programme in support of strengthening the capacity of family sections in the first instance courts helped establish a continuous training unit within the Ministry of Justice for family court personnel. The unit will ensure that the piloting and implementation of the training plan is wholly owned by the Ministry. The Ministry is piloting the initiative in order to ensure the sustainability of the training process, capitalize on existing know-how and build in systems to capture and apply the knowledge gained from training efforts.

45. UNIFEM supported capacity development initiatives to strengthen gender-equality advocates and mainstream institutions to advocate for, monitor, and/or implement commitments to women, supporting key political parties to promote women's rights in six countries[23] and women's participation as candidates in six countries[24]; contributing to improved performance in 16 mainstream institutions; and increasing budgets for gender equality in two countries.

46. In 2008 the world celebrated unprecedented electoral returns for women in Rwanda, with 52.6 per cent of Parliament consisting of women. During the 2008 elections, most political parties had at least 50 per cent women candidates on their electoral lists. UNIFEM supported a three-day training on electoral processes for 113 female representatives from all parties, covering manifesto development, competitive political discourse, laws, economic policies and confidence-building.

47. An analysis of the numbers of women participating in peace talks since the passage of resolution 1325 in 2000 demonstrates little increase in their engagement as mediators, negotiators, or observers. UNIFEM facilitated women's groups to develop common agendas to influence peace processes in Burundi, Darfur, Guatemala, Rwanda, Sudan, Uganda and the Israeli-Palestinian conflict. The Uganda Women's Peace Coalition developed women's implementation protocols on key components of the peace agreement to advocate with the Mediation Secretariat, delegations of the Government of Uganda and the Lord's Resistance Army on implementation protocols and the inclusion of women's priorities. Provision by UNIFEM of a gender advisor to the Secretary-General's Special Envoy to the Lord's Resistance Army-Affected Area in Uganda, in collaboration with the Department of Political Affairs, was an important strategy for expanding participation of gender equality advocates and securing stronger commitments to women's rights.

48. In 2008 UNIFEM worked to support increased gender-responsiveness in 22 mainstream institutions – including a cross-section of government ministries, electoral commissions, mechanisms for peace negotiations and transitional justice, universities, mainstream media and the private sector An important outcome in Nigeria, in partnership with UNDP, was the establishment of an equal opportunity committee within the Electoral Commission.

[22] *The Analytical Inventory of Peacekeepers' Responses to War-Related Sexual Violence*
[23] Burundi, Cambodia, Colombia, Nepal, Rwanda and Timor-Leste
[24] Cambodia, Ecuador, Indonesia, Nepal ,Rwanda and Sierra Leone

E. Gaps and challenges: the development results framework

49. While UNIFEM reporting in the first year of the strategic plan demonstrates significant areas of progress in contributing to national, regional and global priorities for advancing gender equality and women's empowerment, it also reveals gaps and challenges in relation to programming and reporting.

Gaps and challenges:

(a) The absence of agreed standards on what constitutes a national development strategy or plan that is 'fully aligned' with gender equality commitments makes it difficult to assess the extent of results generated. In 2009 UNIFEM will consult with partners to improve internal standards/criteria for assessing strategies, and will support monitoring and the use of gender-responsive budgeting and other tools to promote budgets for implementation.

(b) Programme guidance is needed on engaging with public-sector reform efforts such as efficiency measures, new performance contracts, management information systems and anti-corruption measures to strengthen their gender dimensions. The preparatory phase of a UNIFEM global programme on democratic governance and service delivery for women was completed in 2008 and will guide work in this area in 2009.

(c) Two processes over the next year may help address the deficit of women's participation in peace processes: the Secretary-General's report on implementing resolution 1820, and the forthcoming 10th anniversary of resolution 1325. UNIFEM is building partnerships and capacities to make the most of those opportunities.

(d) UNIFEM needs to invest in a rigorous, systematic evaluation of strategies that work to prevent, respond to and end impunity for violence against women. The organization is building a knowledge-management platform to make accessible state-of-the-art information derived from global experts, as well as promising practices from UNIFEM programme experience. It is also working with the inter-agency Programme Appraisal Committee of the Trust Fund to strengthen its evaluation strategy and capacity.

(e) The development results framework presents a holistic framework that conveys the UNIFEM theory of change: moving from commitment to implementing gender-equality priorities. First-year reporting demonstrated some areas in which the framework may obscure some key results and the linkages between outcomes, particularly in respect of work with mainstream development institutions (outcome 7). Improved guidance to UNIFEM staff is required to ensure that results and processes are captured.

IV. Management results framework

50. The management results framework helps UNIFEM assess the degree of progress it has made towards its overall mandate and its delivery of framework results. Unlike the development results framework – which contains both outcome- and output-level results – the management results framework is comprised of output-level results for which UNIFEM is wholly responsible. It consists of four areas: (a) Policy advice and catalytic programming; (b) United Nations coordination and reform; (c) Accountability, risk and oversight; and (d) Administrative, human and financial capacities, for a total of 17 outputs and 58 indicators against which UNIFEM tracks progress and gaps.

Area 1. Policy advice and catalytic programming

51. Outputs in this area track the extent to which UNIFEM advocacy, capacity-development, technical support, catalytic programming, documentation and dissemination build on lessons learned to stimulate replication and upscaling.

52. Eight efforts to replicate or upscale UNIFEM-supported initiatives were tracked in 2008. They included a programme to reduce recidivism of male perpetrators in Grenada, replicated in six Caribbean countries; and documentation of using 'mock sessions' to strengthen reporting on the Convention on the Elimination of all Forms of Discrimination against Women, which is being recognized by the Committee and which UNIFEM will continue to promote for replication by national, regional and multilateral partners.

53. UNIFEM registered significant progress in generating guidance through: publication of the *Analytical Inventory of Peacekeepers' Responses to War-Related Sexual Violence* – a compendium of best practices by uniformed personnel for preventing sexual violence in conflict and post-conflict settings – compiled with Department of Peacekeeping Operations involvement on behalf of United Nations Action on Sexual Violence, which is recognized as a knowledge-base of practical actions; publication of the fourth edition of *Progress of the World's Women*, which is generating stronger interest in gender-responsive accountability; and the launch of an online help-desk to support the collection and dissemination of proven practices for addressing violence against women.

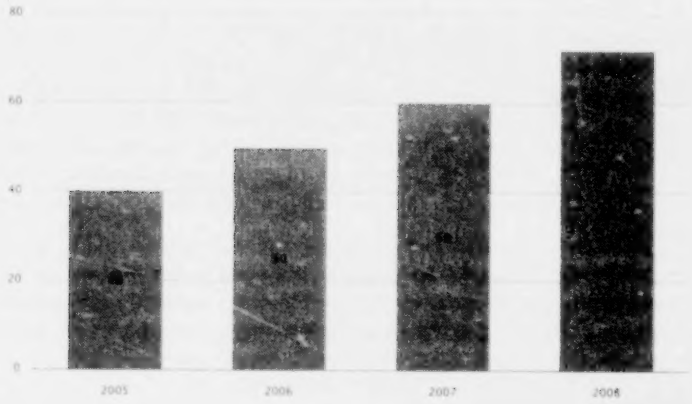
54. UNIFEM capacity to generate proven approaches depends on use of state-of-the-art evaluation practices that align with United Nations Evaluation Group standards. UNIFEM made good progress in this area, finalizing its evaluation strategy, 2008-2011, drafting an evaluation policy and designing gender-responsive evaluation training modules for dissemination in 2009. UNIFEM investment in strategic, high-quality evaluation will continue to grow during the strategic plan period to enable the Fund to present credible evidence on effective ways to ensure the implementation of commitments to gender equality. In 2008 a meta-evaluation was initiated to analyze 26 evaluations, nine reviews and eight other assessments/reports conducted by UNIFEM between 2004 and 2008. Initial analysis revealed that of eight evaluations, one was rated 'excellent', one 'good', five 'average' and one 'poor'.

Area 2. United Nations coordination and reform

55. The guidance of the triennial comprehensive policy review of operational activities of the United Nations system, issued in 2004 and reiterated in 2007, called upon the United Nations system "avail itself of UNIFEM's technical experience on gender issues", and encouraged UNIFEM to strengthen its efforts to provide strategic guidance to the United Nations system in the area of gender equality.

56. In 2008, UNIFEM reported expanded participation in United Nations coordination and reform processes at all levels. UNIFEM was engaged in 72 joint programmes; 54 as a participating agency and 18 as the lead agency. At the request of resident coordinators, UNIFEM participates in all of the 'One United Nations' pilots, and in 2008 – in its role as chair of the United Nations Development Group (UNDG) task team on gender equality – collaborated with the Resident Coordinator in Viet Nam to convene gender equality experts from all of the One United Nations pilots for stocktaking. UNIFEM took a leadership role in 32 gender theme groups at the global, regional, and country levels; co-chaired an additional 19; and was an active team member in another seven. UNIFEM promoted attention to gender equality in 10 common country assessments/United Nations Development Assistance Frameworks (CCA/UNDAFs).

Figure 6. UNIFEM participation in joint programmes, 2005-2008



57. UNIFEM prioritized support to United Nations system-wide efforts, participating in the inter-agency task force convened by the Deputy Secretary-General on gender equality in the context of system-wide coherence the Secretary-General's 'Unite to End Violence against Women' campaign and the rule of law working group; through continued stewardship of the United Nations Trust Fund to Support Actions to Eliminate Violence against Women and hosting the United Nations 'Action on Sexual Violence' secretariat; and through co-chairing the working group on programming issues for UNDG and participating in UNDG 'expert' teams, including on training resident coordinators to lead CCA/UNDAF processes. Its three-year effort as chair of the 17-member UNDG task team on gender equality produced an agreed set of performance criteria on gender equality for United Nations country teams endorsed by UNDG members in 2008 and distributed by the Chair of UNDG to all resident coordinators, encouraging them to use the indicators, in conjunction with the gender audit methodology of the International Labour Organization.

Area 3. Accountability, risk and oversight

58. In 2008 UNIFEM addressed the management issues of accountability, risk and oversight by: strengthening capacity to track results; and continuing the phased delegation of authority of operational and programmatic business processes from headquarters to subregional offices and from headquarters operations to headquarters geographic and thematic sections.

59. To strengthen internal capacity for planning and institutional development, the post of Institutional Development Advisor has been filled; the strategic plan, 2008-2011, is being implemented; and the groundwork has been laid for a computerized results-tracking system. Two *operations and programme-capacity building workshops* were held, at which 85 staff members from national and subregional offices participated. Post-workshop assessments demonstrate that capacity-building efforts are resulting in greater efficiency and improved quality. UNIFEM is decentralizing strategic functions while strengthening its monitoring and auditing capacity. As an example, UNIFEM is instituting internal control frameworks in each of its 15 subregional offices; seven of the frameworks have been approved, and nine are under development. In addition, nine subregional offices were audited in 2007-2008. UNIFEM is using the comprehensive audit recommendations database developed by UNDP to monitor the implementation of

audit recommendations. An audit risk model for UNIFEM has been developed to guide and prioritize internal audits.

Area 4. Administrative, human and financial capacities

60. This output area tracks the extent to which UNIFEM has the administrative, human and financial capacities to respond to requests for technical expertise and financial support. UNIFEM strengthened its financial systems in 2008 by upgrading to Atlas 9.0; introducing a system to link financial data with programme and project results in Atlas; and preparing to introduce the International Public Sector Accounting Standards on 1 January 2009. UNIFEM is putting systems in place to track the length of time that administrative and human resource actions require, with the goal of improving both timeliness and quality.

61. In 2008 UNIFEM continued to receive financial contributions from bilateral donors, as well as non-traditional donors, including national committees, private foundations and the private sector. Increasingly strong partnerships with private sector and foundation partners resulted in $4.6 million in contributions.

Gaps and challenges

62. While the UNIFEM management results framework registered significant output results in 2008, first-year reporting and review suggest that systems and knowledge should be enhanced to improve performance in a number of areas:

(a) UNIFEM will respond to gaps identified by strengthening documentation/guidance on the 'how to' of advocacy for gender equality; more rigorously evaluating catalytic initiatives to stimulate replication; and developing an explicit UNIFEM strategy on capacity development.

(b) UNIFEM needs to in invest in cost-benefit analyses of its role in United Nations coordination and reform mechanisms in order to increase the knowledge of where financial and human resources are most effectively invested; develop a strategy to prioritize engagement in the 90 countries implementing UNDAFs for 2009-2011; work with United Nations organizations to support the 'delivering as one' pilot countries to deliver on gender equality and continuously assess progress.

(c) While there has been notable progress on delegation of authority to subregional offices in operational areas, there is a corresponding need for greater clarity and investment in oversight quality assurance and risk management. The annual report documents progress in risk management, including audit and follow-up, but responsibilities, accountabilities and standardized systems and procedures for oversight need to be prioritized.

(d) UNIFEM needs improved reporting and tracking of quality of performance and timeliness of procurement, recruitments and donor reporting.

V. The integrated resources framework

63. UNIFEM increased its total contributions by 18 per cent in 2008, with total resources received amounting to $121 million, including regular (core) resources of $51 million, other (non-core) resources of $65 million and contributions to UNIFEM trust funds of $5 million. Core resources exceeded projections by $5 million, or 10 per cent, and other (non-core) resources exceeded projections by $38 million, or over 100 per cent. In 2008, UNIFEM instituted the practice of reporting separately on the UNIFEM-administered United Nations Trust Fund to Support Actions to Eliminate Violence against Women, which received $18.3 million (compared to $15.9 million

the previous year). In late December, UNIFEM received a $65 million contribution from the Government of Spain to launch a new 'gender equality fund'. The growth in total UNIFEM resources occurred despite the worldwide economic crisis and losses due to exchange-rate fluctuations that increased the value of the dollar, particularly against the Euro and other currencies of main donors.

64. The number of countries contributing to regular and other UNIFEM resources increased from 49 in 2007 to 80 in 2008. Contributions from UNIFEM national committees increased, in 2008, by 191 per cent over 2007. These contributions, of over $1.2 million (which include a $772,960 contribution from the Icelandic National Committee), demonstrate that there is potential to increase contributions from these and other non-traditional donors as part of the UNIFEM emphasis on diversifying its donor base, which is also reflected in the resource mobilization framework, 2008-2011.

65. Expenditures of regular resources in 2008 equaled $42.3 million, representing an increase of $20.9 million – a near doubling compared to expenditure and delivery in the previous year. UNIFEM delivered 80 per cent of regular resources by the fourth quarter of 2008. Its total expenditures for 2008 (regular and other resources) reached $93 million, an increase of $28.7 million, or 44 per cent, over the 2007 total of $64.3 million. The percentage of delivery for cost-sharing resources was lower – 66 per cent – due to receipt of nearly 50 per cent of all cost-sharing resources in the third and fourth quarters of 2008.

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United Nations Office for Project Services

Annual report of the Executive Director*

Summary

The year 2008 was the second of the current three-year business strategy of the United Nations for Project Services (UNOPS). Progress was made on initiatives such as financial clean-up, improved controls, client confidence-building, and investment in staff. Milestones included an 'unqualified' audit for the previous biennium and resulting partnership agreements with the United Nations, the World Bank and the European Union, as well as the partial merger with UNDP/Inter-Agency Procurement Services Office (IAPSO).

In 2008 UNOPS delivered $1.06 billion through project implementation and spent $61.9 million administering it. The contribution to the operational reserve was $4.9 million, bringing the reserve to $30.06 million. Record business acquisition demonstrated clients' rising confidence in the ability of UNOPS to contribute effectively to their objectives and outcomes.

The present report provides an overview of how UNOPS contributes to the results of United Nations peacebuilding, humanitarian and development operations. The leading sectors (using Development Assistance Committee [DAC] definitions) of work performed by UNOPS during the year were: government and civil society; health; conflict prevention and resolution, peace and security; and general environmental protection.

Elements of a decision

The Executive Board may wish to (a) welcome the progress of UNOPS towards greater effectiveness and efficiency in its business practices; (b) take note of wide-ranging UNOPS contributions to the operational results of the United Nations, often in the most challenging of environments; and (c) take note of rising demand for UNOPS services, as demonstrated by its record business acquisition, and objective confirmation of its growing professionalism, as confirmed by positive survey trends and increased client satisfaction.

*The compilation of data required to provide the Executive Board with the most current data has delayed submission of the present report.

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1. Key financial data for 2007 and 2008
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Introduction

1. The Executive Director is pleased to inform the Executive Board of progress made in 2008 towards implementing the UNOPS business strategy, 2007-2009. As reported below in the management results framework, significant advances were made to generate income, boost productivity, standardise and refine business processes, and recruit and retain staff. And as cited in the Operational Results Framework, UNOPS contributed meaningfully to the results of United Nations peacebuilding, humanitarian and development work.

I. Management results framework

2. The UNOPS business strategy, 2007-2009, focuses on financial viability, client satisfaction, 'world-class' business practices and performance, and workforce competence and motivation. At the mid-point, in June 2008, UNOPS organized a first-ever meeting of all field and headquarters managers to review implementation of the strategy and set priorities. That global management meeting stressed the needs to focus and align corporate change efforts and involve UNOPS field offices in designing and implementing initiatives. The meeting recommended creating a 'change programme' to foster coordination and resourcing of priorities such as: corporate positioning for the future; establishment of a project management practice; preparation for the implementation of the International Public Sector Accounting Standards; management certification; and investing in people.

A. Financial perspective

3. UNOPS operations need a secure financial footing. UNOPS delivered $1.06 billion through project implementation in 2008 and spent $61.9 million administering it. The contribution to the operational reserve was $4.9 million, bringing it to $30.06 million. This followed extraordinary gains and losses, including $6.5 million in write-offs and bad debt provisions, predominantly from the pre-2006 period, such as the unresolved interfund balance with UNDP. (Figures provided in this report are best estimates at time of writing.)

4. UNOPS business acquisition rose to $1.5 billion, an increase of 3.32 per cent over the previous year and an all-time record demand for UNOPS services.

5. The new finance structure set up in 2007 at headquarters, regional offices and operational centres improved efficiency and effectiveness of financial monitoring and financial management.

6. The main financial initiatives implemented in 2008 include:

(a) A 'dashboard' of financial data that enables UNOPS to provide client reports in line with internationally accepted financial reporting standards;

(b) Further movement towards Atlas-based transaction processing to improve controls and ensure real-time reporting; UNOPS opened 44 Atlas bank accounts to replace manual imprest transactions;

(c) A revised cost-recovery policy;

(d) Introduction and preparation of 2009-2010 budgets using the results-based budgeting' process;

(e) Revised UNOPS Financial Regulations and Rules submitted to the Board for consideration (approved in 2009; see section C, below).

(f) A project team, following 'Prince2' methodology, to lead and implement the International Public Sector Accounting Standards in UNOPS.

B. Clients and stakeholders

7. Servicing United Nations organizations is a core purpose of UNOPS, and United Nations reform efforts continued to present opportunities for expanding that support.

Record business acquisition in 2008 demonstrated clients' rising confidence in the ability of UNOPS to contribute effectively to their operations and outcomes.

8. A satisfaction survey conducted in 2008 with clients and partners showed project management, procurement and human resources administration dominated client demand. Client satisfaction with most 'quality of service' indicators increased markedly between 2007 and 2008, and received the highest rating for its understanding of client needs. While the timeliness of financial reporting to clients improved, this area needs further attention.

9. In 2008 UNOPS signed three partnership agreements with great potential. A memorandum of understanding with the United Nations Secretariat simplifies the process whereby United Nations headquarters offices and departments, operations of the Division of Peacekeeping Operations (DPKO), and missions of the Department of Political Affairs in the field, obtain services from UNOPS. UNOPS joined the Financial and Administrative Framework Agreement, which covers United Nations implementation of projects, programmes and operations funded by the European Commission and increases administrative efficiency. UNOPS also acceded to the Financial Management Framework Agreement between the World Bank and the United Nations.

10. Annex 2 provides client and partner details for 2007 and 2008 project implementation expenditures. Despite a slight decrease in expenditures from UNDP core funds and trust funds administered by it in 2008, UNDP grew in importance as the most important partner of UNOPS, due to signing more management service agreements with governments on its behalf, . UNDP accounted for 47.5 per cent of total implementation expenditures with 7.3 per cent from core funds, 12.3 per cent from trust funds and 27.9 per cent from management services agreements. Most of these were with the government of Peru, accounting for 22.2 per cent of total implementation expenditures.

11. DPKO remained the second largest client; implementation expenditures increased nominally and its 14.9 per cent share was virtually unchanged from 2007. Joint work with the United Nations Children's Fund (UNICEF) decreased noticeably as the tsunami reconstruction work neared conclusion, and new partnership discussions commenced. While overall business with the World Bank declined significantly, primarily due to successful completion of major infrastructure projects in Afghanistan, a new, large-scale project in Afghanistan approved towards the end of the year and other promising leads make the Bank an important client.

12. Service delivery for governments increased, accounting for 20.6 per cent of implementation expenditures. This included funding from the World Bank, the European Union, the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM), and governments directly. The most important government clients and partners in 2008 were the Governments of Afghanistan, India, and Sri Lanka.

13. Annex 3 provides details of 2008 project implementation expenditures. The leading sectors were conflict prevention and resolution, peace and security (23.0 per cent), health (18.0 per cent); government and civil society (13.0 per cent); humanitarian aid (11.4 per cent), general environmental protection (10.6 per cent) and transport and storage (9.9 per cent). The major sub-sectors were post-conflict peacebuilding (12.1 per cent); road transport (8.6 per cent); government administration (8.5 per cent); land mine clearance (7.9 per cent), medical services (7.8 per cent) and material relief assistance and services (7.6 per cent).

14. UNOPS operations centre directors and managers increased their participation in United Nations country teams and United Nations Development Assistance Framework (UNDAF) processes on the ground, contributing implementation experience guidelines and operational procedures. This helped increase satisfaction with UNOPS participation and contribution to United Nations country teams from 67 per cent of clients polled in 2007 to 74 per cent in 2008, and reduced dissatisfaction from 18 per cent in 2007 to 4 per cent. UNOPS regional offices participated in regional United Nations coordination efforts. This was facilitated for Africa by the relocation of the UNOPS regional office to Johannesburg.

Furthermore, UNOPS participated in the High-level Committee on Management and the United Nations Development Group (UNDG), focusing primarily on operational issues.

15. Corporate UNOPS communications, critical to successful client and stakeholder relations, improved significantly. A revised corporate logo now stresses the primacy of the 'UN' in UNOPS operations. During the year UNOPS launched a new corporate website and broadened its coverage to report on the organization in English, French and Spanish. UNOPS expanded its library of background documentation, offering some 200 low-cost fact sheets, most downloadable from the website. A simplified version of the 2007 annual report was prepared, also downloadable, to provide information without incurring printing and shipping costs.

C. Business processes

16. UNOPS worked to strengthen its global coherence and functional alignment, drive corporate consistency and performance standards, facilitate a collaborative high-performance culture, and enhance accountability and transparency. Policies and instructions issued in 2008 strengthened risk management, internal control and oversight, and UNOPS efforts to address unethical or fraudulent behaviour.

17. Pursuant to Executive Board decision 2008/35, the Executive Director reports directly to the Board and to the Secretary-General. Consequently the Secretary-General delegated to the Executive Director the authority to administer UNOPS human resources matters.

18. UNOPS improved its legislative framework and internal procedures aimed at increasing accountability and transparency of the organization. In its decision 2008/37, the Executive Board approved the UNOPS accountability framework and related oversight policies. These included creation of the independent Strategy and Audit Advisory Committee (which met four times during the year) and establishment of the internal audit charter, implemented by a fully-staffed and reinvigorated Internal Audit Office. A new internal control and risk management framework identifies the main types of risks faced by the organization and ways to mitigate them.

19. UNOPS introduced a revised policy on fraud to align with leading practices. A stricter financial declaration and disclosure policy extended its coverage to some 500 UNOPS personnel. Given its involvement in procurement and desire to pioneer in this area, UNOPS issued several new or strengthened directives on subjects such as 'zero tolerance' for gifts and favours from suppliers, anti-corruption provisions, a code of conduct for vendors, ethics in procurement, automatic recognition by UNOPS of suspensions issued by the United Nations Vendor Review Committee, an independent bid protests system, and post-employment restrictions for staff involved in procurement activities.

20. The UNOPS Ethics Officer received complaints from staff and requests for guidance on matters such as whistle-blower protection, conflict of interest, abuse of authority and harassment, acceptance of hospitality, and financial declaration and disclosure. The Ethics Officer operated the UNOPS ethics and fraud hotlines, and dealt with issues related to bid protests. Where a fraud allegation was made, the Ethics Officer, in accordance with agreed practice and the UNOPS zero-tolerance policy, referred cases to UNOPS General Counsel for examination and appropriate action.

21. UNOPS received an 'unqualified' audit in mid-2008 for the 2006-2007 biennium. This represented the first such positive assessment in the past eight years, reversing the trend of three consecutive 'qualified' biennial audit reports.

22. UNOPS collected and placed online for public review a wide variety of documents (such as budgets, financial statements and audit reports) under the recently-created 'Accountability' and 'Ethics' headings on the UNOPS website.

23. The UNOPS knowledge-sharing 'communities of practice' have yielded positive results, encouraging global, participatory ways of working and thereby strengthening practices. For example, they have improved corporate procurement planning by sharing with the entire organization forms and templates that were effective in an individual office.

24. UNOPS prepared revised Financial Regulations and Rules for consideration by the Executive Board, proposing changes for the first time since becoming independent in 1995. The revised Regulations and Rules clarify authority, roles and responsibilities and align practice with the IPSAS accounting which the United Nations system will adopt. The new Financial Regulations and Rules, approved by the Executive Board in its decision 2009/4, have entered into effect.

25. The new individual contractor agreement for non-staff personnel took effect on 1 January 2008. Its use has streamlined business processes, facilitated internal control and reduced administrative costs. A fourth-quarter review of the new contract and lessons learned led to further improvements, such as flexibility in fee-setting, clarification of procedures and limited leave for international contractors working at least three months.

26. UNOPS supported work on climate change – and its severe impact on vulnerable people in developing countries – through its expertise in sustainable procurement and infrastructure systems, tools, manuals and supplier catalogues, together with a network of resources to be phased in for use by clients.

27. As reported separately (DP/2008/21), 2008 was the first full year of Internal Audit Office (IAO) operation at UNOPS. (Previously, the UNDP Project Services Audit Section carried out audit and advisory services for UNOPS.) IAO issued its Internal Audit Charter and was fully staffed by early 2008. It increased internal audit coverage, improving the efficiency and effectiveness of internal oversight and allowing UNOPS to improve overall compliance and quality standards. The audit strategy extends coverage to UNOPS locations deemed high and medium risks, and conducts functional audits of key operational areas.

28. During the year, IAO completed and submitted to the UNOPS Executive Director 40 audits, an increase of 67 per cent over 2007. Of 17 audit reports assessing financial situations, 10 (59 per cent) had unqualified opinions and seven (41 per cent) had qualified opinions – another improvement over 2007. Of 31 audit reports that reviewed internal control compliance, 10 (32 per cent) were rated 'satisfactory', 20 (65 per cent) 'partially satisfactory' and one (3 per cent) 'unsatisfactory'.

29. The merger of UNOPS and UNDP/iAPSO, negotiated during 2007, took effect in January 2008. As a result, administration of the United Nations Global Marketplace website became a UNOPS responsibility. UNOPS also prepared the United Nations procurement report for the first time. UNOPS assumed management of the United Nations Web Buy online catalogue procurement system. A new search tool, created in 2008, allows customers to find the 'best value option' to meet their needs. The UNOPS emphasis on 'green procurement' led to environmental ratings for all vehicles in the catalogues.

D. People perspective

30. UNOPS invested significantly in its most important resource, its personnel. In response to the 2007 staff survey, special attention went to performance management, career development, succession management and talent management.

31. The human resources strategy focused on the UNOPS performance evaluation system. UNOPS created a framework aligning competencies with job descriptions and grade levels, and implemented the first phase of an online performance and results assessment. The organization also prepared a roundtable process where leaders discuss staff performance, potential and development, and a rebuttal process, both for implementation in 2009.

32. UNOPS invited all staff leaving the organization in 2008 to join its alumni network; nearly 90 people signed up. The objective is to improve services and information flow to this important group and encourage their return to UNOPS as appropriate. The network placed alumni groups on several business networking sites allowing users to post curricula vitae, thus facilitating UNOPS searches for potential job candidates. The alumni network should become a powerful job-advertising medium for UNOPS once the consultant roster is complete and operational.

33. Talent management improved with an exercise that harmonized UNOPS post classifications with those of other United Nations entities in order to address its historic high turnover rate. Following a review by independent consultants in the autumn of 2008, UNOPS proposed a comprehensive reclassification of professional staff, approved by the Executive Board in its decision 2009/5. Implementation will take place over time, as resources permit. Other initiatives – such as a skills-mapping exercise that will include an expert online site and database, and an exit interview questionnaire, furthered talent management at UNOPS.

34. UNOPS introduced six new corporate policies (addressing recruitment, appointment and selection of professional and higher categories of staff, appointment and selection of general service staff and national professional officers, the individual contractual agreement, staff rotation, and succession management) and six new administrative instructions (covering the compensation scheme for the individual contractual agreement, hospitality, gender, membership of the appointment and selection board and panel at headquarters, staff rotation, and post-employment restrictions).

35. UNOPS recruited 231 staff members – 76 for 100-series posts, 58 for 200-series posts and 97 for 300-series posts. During the year 216 people, or 22.4 per cent of those on 100-, 200-, and 300-series posts, left the organization. In 2007 the comparable figure was 209 people, or 23.5 per cent. At the end of 2008 the UNOPS workforce totalled 5,552 people, 4,601 of whom were individual contractors.

36. The results of the global staff survey revealed higher staff morale than in 2007. Questions about job satisfaction, motivation and whether UNOPS activities improve people's lives scored 80-90 per cent. More than half the staff felt transparency in corporate decision-making was improving. Throughout the year UNOPS addressed concerns and issues regarding work distribution, security and welfare of UNOPS personnel in the workplace, and communication between staff and supervisors.

37. In 2008 the UNOPS supported 43 training workshops in various subjects, gave all personnel access to mandatory courses, and offered training to selected personnel in project management, procurement, finance and the Atlas system (including external courses and certifications). Altogether 1,418 staff members and service contract holders undertook elective training. This included 54 staff who were externally certified in 'Prince2' project management, 155 staff trained in procurement, and 170 staff trained in Atlas. UNOPS arranged for external procurement certification to be conducted by the Chartered Institute of Purchasing and Supply in 2009; 37 staff members have already registered.

II. Operational results framework

A. Introduction

38. The present report is the second to include a results-based assessment of UNOPS contributions to the programme outcomes of its partners. UNOPS refined its information-gathering methods to create a more accurate database, and developed a tool to gather results systematically and consistently. Nevertheless, as the results-based management framework is still under development, UNOPS centred its operational results reporting on the output level. Since this is a work-in-progress, the data is indicative rather than comprehensive.

39. What follows includes selected data from 2007. Changes in the process of collecting information suggest that comparisons be treated with caution. It should also be noted that trends primarily reflect shifting client demand.

40. The unique role of UNOPS inherently affects any results-based assessment of its performance. As a provider of services to organizations and governments, in line with client wishes UNOPS can handle all aspects of project design and implementation or provide selected services. UNOPS contributes to programme outcomes in partnership with other entities, and since project ownership rests with clients, their own annual reports may elaborate results at the outcome level.

41. UNOPS contributions are organized under nine core sectors in support of peacebuilding, humanitarian assistance and development. The sectors were defined on the basis of the United Nations peacebuilding inventory, concluded in 2006, and the Millennium Development Goals. They were modified in 2008 to reflect operations better, and comprise education; emergency response and humanitarian relief; the environment; gender equality and the empowerment of women; governance; health; justice, security and public order; local economic development; and public works. The results below are not duplicated in other sectors.

B. General findings

42. The role of UNOPS as a service provider means that client priorities and needs dictate the scope, focus and location of UNOPS work. (The UNOPS portfolio is described generally, in terms of revenues and delivery, in paragraphs 10-13, above.)

43. As the lead United Nations entity for large-scale physical infrastructure projects in peacebuilding settings, UNOPS managed significant volumes of construction work in Iraq, Sudan and the Democratic Republic of the Congo in 2008. UNOPS also undertook substantial efforts in Indonesia and Sri Lanka, where long-term reconstruction continued following the 2004 tsunami.

44. Overall UNOPS supervised the construction or rehabilitation of 186 schools, 19 clinics, 15 hospitals, 31 police stations, 20 prisons/detention centres, and 14 government buildings. UNOPS constructed or rehabilitated 1,318 kilometres of paved and unpaved roads, more than 100 bridges and 3,205 kilometres of roadside drainage. In 2007, UNOPS supervised the construction or rehabilitation of more than 200 schools, 9 prisons/detention centres, 27 government buildings, 1,361 kilometres of roads and 60 bridges.

45. UNOPS helped clients deliver training to more than 2,000 teachers and instructors, 28,000 health personnel, and several thousand government officials. More than 45,000 people were trained in disaster preparedness. In Iraq, UNOPS supported electoral education activities that reached more than 200,000 people, and helped train more than 20,000 independent electoral observers.

46. UNOPS was active in procurement for other members of the United Nations family, international financial institutions and governments, in areas ranging from school books to vehicles. Globally, UNOPS was asked to procure health-related goods worth more than $170 million for clients, compared to more than $90 million in 2007. Procurement for education amounted to more than $9.5 million, compared to $34.5 million in 2007.

47. In the environment sector, UNOPS executed several large biodiversity and international waters programmes and administered more than 3,000 small-grants projects in 2008, delivering results in more than 100 countries, levels similar to those of 2007.

48. In the security sector, UNOPS supported UNMAS in its provision of direct support and assistance to 10 United Nations peacekeeping missions and technical advice to four.

C. Education

49. UNOPS helped governments and other partners to advance Millennium Development Goal 2, targeting primary education through building schools, training teachers and procuring educational equipment.

50. UNOPS managed the construction and rehabilitation of 186 schools. Of those, 88 were erected in Indonesia in Aceh and on Nais Island as part of a UNICEF programme to rebuild educational infrastructure following the 2004 tsunami. In Myanmar, 46 primary schools and six nursery schools were constructed. Much of that work was requested by UNDP and the Governments of Australia, New Zealand, Sweden and the United Kingdom. In the Democratic Republic of the Congo, UNOPS supervised the construction and rehabilitation of 20 primary schools funded by The World Bank, while in Sudan it managed

the construction of 13 schools and a teacher training facility for the Government of Sudan, funded by the United States Agency for International Development. In Sri Lanka, 11 schools were either constructed or rehabilitated on behalf of UNICEF; and in Peru, two secondary schools were rehabilitated for the Government.

51. UNOPS assisted clients by improving existing facilities, erecting perimeter fences, designing school extensions and managing the construction of school-related water and sanitation facilities. In Sri Lanka, for example, UNOPS helped the World Food Programme to construct 18 school kitchens and UNICEF to construct 23 water and sanitation facilities.

52. UNOPS helped clients train more than 2,000 teachers and instructors. In Myanmar, 1,737 educators received instruction in teaching vocational techniques as part of the 'Community Development in Remote Townships' programme, while in Iraq 171 decision-makers in government ministries learned how to design technical vocational training programmes.

53. Procurement for education amounted to $9.5 million. For UNICEF, UNOPS procured the printing and distribution of 18 million books for primary schools in Madagascar, while in Peru, at the request of the Government, 600,000 books were distributed to help battle illiteracy. In Argentina, around $5.1 million was spent on behalf of UNDP and the World Bank to procure education-related goods and services, such as computers, multimedia equipment and furniture, mainly for the secondary education sector.

Box 1. Building schools in the Democratic Republic of the Congo

Armed conflict, poverty and natural disasters have undermined efforts to deliver education in the provinces of North and South Kivu in the eastern part of the Democratic Republic of the Congo. To address this need, the World Bank provided the Congolese Office for Central Coordination with funds from its multisectoral programme for urgent rehabilitation and reconstruction.

That initiative built 18 schools and rehabilitated two others, providing educational opportunities to some 20,000 students living in war-affected areas. UNOPS, active in the Democratic Republic of the Congo since 1995, implemented the project.

UNOPS engineers applied international anti-seismic construction standards to the structural design to minimize risks to pupils in the earthquake-prone area. The buildings were equipped with 3,690 school desks, 4,000 seats, 200 teachers' desks and 200 racks and bookshelves, all manufactured in local workshops using local materials.

D. Emergency response and humanitarian relief

54. UNOPS offers humanitarian services in support of emergency relief and recovery following natural disasters or conflicts. UNOPS clients in 2008 included the United Nations Office for the Coordination of Humanitarian Affairs, UNDP, UNFPA, the Office of the United Nations High Commissioner for Refugees (UNHCR), UNICEF, the European Union and national governments. (Please note that many of the projects relating to reconstruction following the 2004 Indian Ocean tsunami in the present report are described elsewhere in the present report.)

55. As implementing partner for UNDP, UNOPS helped clients limit risk and prepare communities and governments for emergencies, providing disaster-preparedness training to more than 45,000 people – the majority of them in Bangladesh – as part of the Comprehensive Disaster Management Programme. In Nepal, UNOPS contracted 58 personnel for the newly opened regional office of the Earthquake Risk Reduction and Recovery Preparedness Programme for South Asia, on behalf of UNDP and the Government of Japan. In Afghanistan, UNOPS helped establish an emergency trust fund to develop the capacity of the Government to prepare for, and respond to, natural and environmental disasters.

56. UNOPS assisted delivery of emergency services and food. In Sri Lanka, UNOPS supervised the construction of warehouses for UNHCR and a logistics hub for the World Food Programme. On behalf of UNHCR, UNOPS supplied more than 4,000 families with shelter kits, mainly in the north of the country where fighting increased the number of

internally displaced persons (IDPs). UNOPS also helped UNHCR provide water and sanitation facilities to some 12,700 IDPs living with host families who lacked the facilities.

57. The UNOPS Switzerland Operations Centre provided administrative and managerial services to UNHCR and UNDP's Bureau for Crisis Prevention and Recovery (BCPR), supporting the organizations' global operations. Among the UNOPS-supported programs was BCPR's Global Risk Identification Programme that develops capacity of decision makers to assess and respond to risks, and is implemented with the cooperation of the International Red Cross-Red Crescent Societies, the World Bank, the Inter-American Development Bank and others.

Box 2. Comprehensive Disaster Management in Bangladesh

Low-lying, and densely populated, Bangladesh is one of the most disaster-prone countries in the world, at risk from devastating floods and cyclones that bring death, disease and huge economic losses.

In 2003, the Ministry of Food and Disaster Management launched a $26 million Comprehensive Disaster Management Programme in partnership with the Department for International Development of the United Kingdom, UNDP and, later, the European Commission. UNOPS contributes to the programme as implementing partner.

The programme is strengthening the disaster management system of Bangladesh, helping it reduce unacceptable risks and improve recovery activities. It supports policy and planning reforms, shifting the focus of disaster management from response to risk reduction.

Since commencing field operations in 2006, the Comprehensive Disaster Management Programme has supervised hundreds of local community risk assessment and risk reduction plans, affecting 20 million people. It has launched 10 research projects designed to analyse the effects of climate change, and has established information databases to facilitate easy access to risk and prediction information relevant to riverbank erosion, earthquake, tsunami/storm surge and flood impact.

The Programme has conducted numerous advocacy and media exercises and provided training to more than 30,000 disaster management committee members serving 70 million people. An additional 10,000 public sector employees are being trained in relevant aspects of disaster management each year.

E. Environment

58. The trans-boundary nature of environmental issues necessitates coordinated international action. Working for clients such as the Global Environment Facility (GEF), UNDP, the United Nations Environment Programme (UNEP), the World Bank, and national governments, UNOPS supports projects that reverse environmental damage, raise awareness and improve resource management. In so doing UNOPS contributes to the achievement of Millennium Development Goal 7, which seeks to ensure environmental sustainability.

59. On behalf of GEF and UNDP, UNOPS facilitated international cooperation to prevent and reverse environmental degradation of international waters. The UNOPS 'international waters cluster' portfolio contains 21 medium- to full-sized projects dealing with such diverse water bodies as the Dnipro River, the Caspian Sea, Lake Chad, Lake Tanganyika, the Yellow Sea; the large marine ecosystems of the Caribbean Sea and the Benguela Current, and the groundwater resources of the Limpopo Basin. The largest single programme is the $120 million Nile Basin Initiative.

60. UNOPS served as executing agency for the GEF-UNDP Small Grants Programme, which addresses global environmental issues while contributing to the needs of local populations, and promotes institutional and policy reform in GEF programme countries. UNOPS provided administrative and financial management to more than 3,000 small grants projects in more than 100 countries. The grants financed community-based environment initiatives, including 2,050 grants aimed at conserving biodiversity, 570 directed at climate change and 150 at protecting international waters.

Box 3. Protecting ecosystems in the Western Indian Ocean

The Western Indian Ocean is home to diverse sea and plant life, including endangered sea turtles and sharks. Coastal and oceanic ecosystems are vital to the well-being and livelihoods of local communities: fishing grounds provide food and sustainable incomes, and mangroves help manage flooding, prevent coastal erosion and purify water. The natural beauty of the coastline attracts tourists from around the world.

The damage caused by urbanization, industry, agriculture, commercial fishing and other socio-economic activities is of grave concern. Pollution damages human health and degrades water quality. Rapid coastal development destroys mangrove forests, sea-grass beds and coral reefs, reducing fish stocks and biodiversity.

Preserving the natural beauty, goods and services associated with these coastal and marine resources requires careful and coordinated management. Unfortunately, competing economic priorities, the difficulties of trans-boundary governance and sometimes insufficient government capacity complicate the situation.

UNEP launched the 'Western Indian Ocean – Land-based Activities' project in July 2004 to address these complex challenges. The project is funded jointly by GEF the Government of Norway, UNEP, and participating governments in the region: the Comoros, Kenya, Madagascar, Mauritius, Mozambique, the Seychelles, South Africa and Tanzania. Implemented by UNEP and executed by the Nairobi Convention Secretariat and UNOPS, the project helps participating governments and institutions develop capacity and regulatory frameworks to manage ecosystems effectively.

F. Gender

61. The commitment of the international community to gender equality and the empowerment of women are enshrined in Millennium Development Goal 3. Because UNOPS clients frequently target gender issues in their work, projects containing gender objectives and components will be found throughout the present report.

62. UNOPS helped clients organize vocational training aimed at women, with more than 3,800 participants. In Myanmar, more than 2,900 women increased their skills in training organized by UNOPS on behalf of UNDP and funded by the Governments of Australia, New Zealand, Sweden and the United Kingdom. At the request of UNESCO, UNOPS helped local women trainers in the Arab region learn how to promote human rights.

63. UNOPS helped support women's livelihoods in both rural and urban areas, administering micro-credit schemes directed at women in countries including El Salvador, Guatemala, Iraq and Senegal.

64. Since 2004, UNOPS has assisted the rehabilitation and reconstruction of the Women's Dormitory Building of the University of Kabul in support of the Government of Afghanistan and UNESCO, a project funded by USAID. After the completion of major renovation work UNOPS was asked to help manage the dormitory, a contract extended through the end of 2008. In 2008 the number of women residents increased from slightly more than 600 to 756.

Box 4. Small grants make a big difference for women in Senegal

In the region of Sédhiou, in the fertile Casamance area near the southern border with Guinea-Bissau, Italian micro-grants are helping women improve their quality of life.

In 2006 the development arm of the Italian Foreign Ministry (Cooperazione Italiana allo Sviluppo) and the Ministry of Agriculture, Rural Water and Food Security of Senegal joined forces to create a local development fund – Fonds de développement local dans le Département de Sédhiou. The Government asked UNOPS to administer the fund and provide quality control.

With some $3 million from the Government of Italy, the three-year effort is combating poverty by improving agricultural production and commercialization, encouraging the sustainable use of natural resources, and promoting access to basic services such as education, water, and health care.

A primary goal has been to address the needs of women. In several communities, the fund has built and equipped multi-purpose centres to train women as artisans and

promote social awareness. Since spring of 2008, micro-grants have been used to fence off and irrigate communal gardens for village women to farm cash crops. Each market garden typically involves up to 150 women, each of whom gets a share of furrows in which to grow carrots, haricot beans, lettuce, onions, and cabbages to supplement their household incomes.

G. Governance

65. Working for national governments, United Nations organizations and funding mechanisms such as the UNDG Trust Fund in Iraq, UNOPS assisted governance projects by constructing government buildings, procuring goods, training government staff and conducting census- and election-related activities.

66. UNOPS erected nine government buildings and rehabilitated five. In Liberia it constructed five county administrative buildings on behalf of UNDP, with support from the Governments of Liberia and Sweden, to re-establish central government authority and operational capacity in the country. In Sudan three buildings were completed for the Ministry of Agriculture and Animal Resources on behalf of the Food and Agriculture Organization. In Afghanistan, on behalf of the World Bank, UNOPS supervised the construction of a building for the Customs Department. UNOPS also supervised rehabilitation of administration buildings in Liberia, Pakistan and Peru.

67. UNOPS helped train more than 1,500 government personnel in such fields as logistics, public administration, management, public expenditure and accountability, and anti-corruption measures.

68. UNOPS procured goods for government administration worth more than $3.8 million. In Haiti, it obtained 28 vehicles for the Ministry of Planning and External Cooperation, and in Liberia, 17 vehicles went to the Ministry of Finance to allow implementation of activities in the field. In Argentina, UNOPS procured computing equipment for the National Scientific and Technical Research Council and the Ministry of the Interior.

Box 5. Iraq elections

In January 2009, Iraqis went to the polls for provincial elections, an event marked by more registered voters than in the previous elections, a 51 per cent turnout, and a low rate of invalid ballots. Throughout 2008 UNOPS had assisted the democratic transition by providing support to the Independent High Electoral Commission of Iraq (IHEC).

The UNDG Iraq Trust Fund asked UNOPS to implement the electoral education campaign with support from the United Nations Assistance Mission for Iraq. The campaign raised awareness about the electoral process, critical in a country rebuilding its political institutions after years of violent conflict.

In 2008 the Campaign gave financial and technical support to 75 Iraqi Civil Society Organizations and grass-roots electoral education activities that reached more than 200,000 citizens across the country, with a special focus on women, minorities, disabled people, first-time voters and internally displaced people.

In the run-up to Election Day the campaign organized 100 'opinion leaders sessions' across the country, involving political entities, tribal and religious leaders, local civil servants and academics, as well as leaders of youth and women associations, in informing communities about the importance of elections.

In parallel to the voter education project, UNOPS continued its support to the institutional development of the Independent High Electoral Commission, set up a country-wide communications network for the Commission headquarters and its 19 sub-offices at the governorate level, and provided assistance to domestic electoral observer groups, who trained and mobilized more than 45,000 observers by Election Day.

H. Health

69. UNOPS clients in the health sector in 2008 included UNDP, UNFPA, national governments, and the 'Three Diseases Fund', a consortium of donors (see box 6).

70. In support of Millennium Development Goals 4 and 5, which target reduced child mortality and improved maternal health, respectively, UNOPS supervised the rehabilitation of 24 maternity wards: 21 in major Iraqi hospitals, at the request of UNFPA; two in Haiti, on behalf of UNICEF; and one in Liberia, funded by the Japanese Government. Ten 'sick newborn care units' were planned and designed in India as part of the UNOPS-supported Norway India Partnership Initiative.

71. In health procurement, UNOPS supplied more than $28 million worth of essential drugs. It delivered drugs, diagnostic kits and goods worth more than $71.5 million to health programmes in India, with funding from the World Bank, GFATM, and the Governments of India and the United Kingdom. It supplied the Government of India with 30 million diagnostic kits for HIV, hepatitis C virus and hepatitis, and more than 12 million diagnostic kits for malaria. It also obtained more than 140 million doses of HIV/AIDS drugs, 26 million doses of tuberculosis immunization and 159 million doses of other essential drugs.

72. Globally, UNOPS procured 360 ambulances and medical vehicles for clients during the year. Of those, 85 were for the Government of Peru, 25 for the Government of Argentina and the remaining 250 for India, as part of the health sector programme.

73. UNOPS supervised the construction or rehabilitation of 19 health clinics and 15 hospitals. In Myanmar, at the request of UNDP and with funding also from the Governments of Australia, New Zealand, Sweden and the United Kingdom, nine clinics were constructed, serving 2,655 households, and four were rehabilitated, benefiting another 719 households. In Sri Lanka, five hospitals were constructed or rehabilitated, four on behalf of UNICEF and one for UNFPA.

74. UNOPS helped organize the training of more than 28,000 health personnel worldwide. In Myanmar, thousands of health personnel were trained in tuberculosis management and malaria control, while more than 140 laboratory technicians were trained in sputum microscopy. In Iraq, eight Ministry of Health officials received training in emergency health care, while workshops on trauma therapy were held for 42 social workers and health professionals. In India, 83 child health managers were trained as part of the Norway India Partnership Initiative.

Box 6. The Three Diseases Fund in Myanmar

The Three Diseases Fund is a pooled resource of some $100 million for use over five years. It was established in October 2006 by six donors – Australia, the European Commission, the Netherlands, Norway, Sweden and the United Kingdom – to help reduce the human suffering caused by tuberculosis, malaria and HIV/AIDS in Myanmar. UNOPS manages the fund on behalf of the donor consortium and in an agreement with the Ministry of Health.

In just over two years, the fund has disbursed $42 million to 23 implementing partners, making it the biggest single contributor to the fight against those three diseases in Myanmar. It achieved broad geographic coverage, reaching remote communities through diverse independent organizations, including international non-governmental organizations and their local partners, as well as five United Nations organizations: WHO, UNAIDS, and UNFPA received grants to support general disease control by the Ministry of Health, while the United Nations Office on Drugs and Crime (UNODC) and the Internal Organization for Migration received funds for specific projects.

Myanmar has an estimated 240,000 HIV cases, 75,000 of which require antiretroviral treatment. In 2008 the fund helped provide treatment to some 6,600 patients – 40 per cent of the HIV-positive population on antiretroviral treatment. The fund made possible in-country distribution of first-line tuberculosis drugs to all 325 townships, in addition to supporting the prevention, care and treatment of HIV and AIDS in 143 high-priority townships. In 134 high-priority townships, the fund assisted in the

prevention, care and treatment of malaria, including financing the purchase of some 80,000 long-lasting impregnated bed nets and insecticide treatment for an additional 400,000 bed nets.

I. Justice, security and public order

75. UNOPS supported the justice and reconciliation efforts of national governments and international entities including DPKO, the European Union, UNDP and UNODC. UNOPS contributed the design, construction and rehabilitation of related infrastructure, as well as training and capacity development.

76. UNOPS supervised the construction or rehabilitation of 20 prisons/detention centres, 31 police stations and two courthouses. In Kosovo, 17 holding-cell facilities, funded by the Government of Italy, were built in police stations, in compliance with international human rights standards. In Afghanistan, at the request of UNODC, UNOPS supervised the design of a women's detention facility. Police stations were rehabilitated – 14 in Haiti, 11 in Guatemala and two in Sudan – all on behalf of UNDP. Four police stations were built in Liberia, for UNHCR.

Box 7. Creating an effective Palestinian police service

The European Union Police Coordination Office for Palestinian Police is assisting with the creation of a transparent, accountable and effective Palestinian police service, with the various parts of its reform plan funded by different European and non-European governments.

UNOPS is assisting the Police Coordination Office with strategic planning, project development and management advice, construction management, technical engineering and design advice, international procurement, fund management and cash disbursement services.

UNOPS is involved in seven major projects and 27 procurement processes to develop the capacity of the 6,000-strong Palestinian Police Service. These include the construction and refurbishment of the police training facility in Jericho, funded by a consortium of donors, and the construction of the new Jericho Prison, financed by the Government of the Netherlands.

UNOPS is erecting three radio communications towers in the West Bank, funded by the Government of Canada and the European Commission, and upgrading the Palestinian Civil Police vehicle fleet, funded by the Governments of the Netherlands, Norway and the European Commission.

UNOPS has helped establish a training fund to support more than 50 training courses in areas such as criminal investigation, traffic management, Italian language skills for tourist police, and family protection.

77. UNOPS helped UNODC train more than 1,100 government personnel in transitional justice principles. In Iraq 54, high-ranking government officials attended workshops where they discussed and modified transitional justice policies. In Sudan, Jordan and Cape Verde, 50 government officials studied anti-corruption strategies. For UNODC, UNOPS organized training sessions on issues including human trafficking, anti-corruption, anti-terrorism and global drug and crime prevention.

78. UNOPS helped its partners, including UNDP and the European Union, to hire more than 30 international experts in the fields of justice, security and public order. Those experts served in Bangladesh, Côte d'Ivoire, Iraq, and other countries.

79. On behalf of UNDP, and funded by the European Commission, UNOPS supported two centres in Iraq that assisted more than 600 torture victims. In Kosovo, UNOPS helped the United Nations Mission in Kosovo to collect more than 40,000 property claims and resolve nearly 19,000. UNOPS was involved in training 10 judges in Kosovo.

80. UNOPS helped UNMAS and UNDP respond to the problems of landmines and explosive remnants of war. UNOPS services included recruiting, procurement, and contracting commercial and national organizations, technical and operational support, and financial and legal services.

81. UNOPS supported UNMAS activities that provided direct assistance to 10 United Nations peacekeeping missions, and technical advice to four more. In Afghanistan UNMAS cleared more than 81,000 anti-personnel mines, while in the Democratic Republic of the Congo a total of 18,800 hectares of land were returned to communities for normal use. In Eritrea and Ethiopia more than 3,800 kilometres of roads were cleared or verified to be clear of mines, while 7,020 kilometres of roads were opened in Sudan.

Box 8. Cyprus Mine Action Centre

Following a de facto ceasefire during the 1970s conflict in Cyprus, a buffer zone covering approximately 3 per cent of the island was established between the areas controlled by the opposing forces. Both parties laid defensive minefields within and outside the zone.

After an assessment by UNMAS in 2002, the Canadian and Slovenian Governments and the European Union funded the establishment of the Cyprus Mine Action Centre. The project, which commenced in 2004 to clear landmines from the buffer zone, is a model of inter-agency coordination implemented by UNDP with execution by UNOPS, technical oversight by UNMAS, and support from the United Nations Peacekeeping Force in Cyprus.

By the end of 2008, 53 minefields holding more than 10,000 landmines had been cleared and 6,500 hectares of land released. As a result of this clearance, an area separating the two sides for more than 45 years was opened to the public.

By eliminating physical barriers dividing the two sides – a confidence-building measure that promotes further bi-community initiatives – the project has not only contributed significantly to the humanitarian and development dimensions in Cyprus but also to progress in resolving its political impasse.

The programme has received further funding, totalling five million Euros, from the Government of Cyprus and the European Union to cover activities for 2009-2010, aiming to clear the remaining minefields in the buffer zone by the end of 2010.

J. Local economic development

82. In promoting the environment, infrastructure, services and skills needed for development, most UNOPS-supported projects help reduce poverty and improve standards of living, thereby contributing to the eradication of extreme poverty targeted by Millennium Development Goal 1.

83. In 2008 UNOPS helped clients build skills and generate local employment, mainly in road building and maintenance. Projects in Sri Lanka generated 318,000 labour days in the construction sector, while in Iraq more than 40,000 days of work went into the rehabilitation of social and economic infrastructure such as parks, gardens and schools. Construction projects in Afghanistan and Somalia also emphasized local employment-generation and development of skills.

84. UNOPS helped its clients boost agricultural livelihoods in rural areas. In Burkina Faso, UNOPS supervised the training of 250 farmers for UNDP and the Government of Italy and supported the training of Kenyan coffee growers on behalf of the Common Fund for Commodities. In the Democratic Republic of the Congo, training and the distribution of seeds, trees and small livestock have assisted 1,740 families.

85. In support of clients UNOPS promoted training for both small and medium-sized enterprises and micro and small-sized enterprises. In Iraq, 60 local members of non-governmental and business organizations learned how to teach business management skills in the field in training sessions organized by UNOPS on behalf of the United Nations Iraq Trust Fund. UNOPS managed microcredit schemes and participated in and/or organized more than 60 local economic mapping and survey exercises.

86. UNOPS provided the International Fund for Agricultural Development with fund management services, which included assisting project planning and negotiation; monitoring and reporting; approving or reviewing disbursements; supervising project implementation; training project personnel on administering funds; and providing technical advice and recommendations to national implementing bodies.

Box 9. Transforming lives in Peru

With Government concurrence, UNODC and UNOPS studied the socio-economic aspects of illicit coca cultivation. This revealed that most coca farmers were willing to grow legal, sustainable crops, but could not make a living raising alternative crops, which could not be processed or reach main markets from their isolated areas.

UNODC and UNOPS launched palm-oil production effort in the community of Neshuya, 100 kilometres north-east of Aguaytia in central Peru. This led to the construction of a processing plant operated by a cooperative enterprise called Oleaginosas Amazónica S.A. This environment-friendly facility, efficiently powered by burning palm refuse as fuel, processes 12 metric tons of palm fruit per hour.

The farmers who switched from growing coca to tending palm trees have improved their incomes a dramatic ten-fold. Palm oil activities in UNODC-UNOPS alternative development projects in Peru have changed the lives of more than 2,000 families, and there is a long waiting list of farmers hoping to join one of the cooperatives.

K. Public works

87. In 2008, UNOPS supervised the construction or rehabilitation of 1,318 kilometres of paved and unpaved roads and 3,205 kilometres of roadside drainage. Much of this work took place in the Democratic Republic of the Congo, supported by the European Commission and the Governments of the Netherlands, New Zealand, Sweden and the United Kingdom, among others. In Peru, working with UNDP for the Ministry of Housing, UNOPS-supervised road construction was part of the 'la calle de mi barrio' programme, an initiative that uses roads and other low-cost infrastructure developments to improve the quality of life in low-income neighbourhoods. In Sri Lanka, 110 kilometres of new, paved roads gave communities better access to basic services and markets. UNOPS also oversaw significant road construction in Afghanistan and Sudan.

88. Worldwide, UNOPS supervised the construction or rehabilitation of 105 bridges, the majority of them in Myanmar on behalf of UNDP, funded by the Governments of Australia, New Zealand, Sweden and the United Kingdom.

89. Globally, UNOPS rehabilitated 56 water networks, ranging from large-scale systems for towns to rural pipelines. In Iraq, 185,000 people gained improved access to better water as a result of nine projects that laid pipe mains and connected them to households. The reliability of water supply to approximately two million Iraqis in the Russafa area of Baghdad was improved with the construction of a power substation at the Sharq Dijla water-treatment plant, on behalf of UNICEF. In Peru, UNOPS supervised construction of a water treatment plant serving 15,000 people, while in Myanmar 71,200 people gained access to clean water through many small-scale interventions, including the drilling of 195 wells.

90. UNOPS helped develop the capacity of local populations to construct and maintain infrastructure. In Afghanistan, more than 500 people learned how to build roads in a programme funded by the World Bank. In Iraq, on behalf of UNDP and UNICEF, UNOPS trained some 50 people in designing, managing and maintaining power and water networks.